



www.afspc.af.mil



Air Force Space Command **STRATEGIC INTENT**

• Peterson AFB, Colorado





Headquarters Air Force Space Command
Hartinger Building

Excellence
is our minimum standard

In August of 2005, deep in the harsh hinterlands of Iraq, Airmen engaged in the war on terrorism relayed precise navigation and positional data from satellites directly to precision munitions striking elusive targets. Overhead sensors provided accurate and timely battle damage assessment to Air Force communications satellites which transferred the information to commanders calculating our next moves.

Half a world away, as Hurricane Katrina bore down on the Gulf Coast, weather satellites tracked the storm's every movement. After landfall, as the storm's devastation continued to mount, land-based communications failed and landmarks were obliterated. Space sensors maintained critical communication links between rescue forces, emergency management personnel and command centers while the Global Positioning Satellite system provided essential reference points, guiding rescuers to waiting survivors.

The same satellites that provided an unequalled advantage on the battlefield also enabled our Nation's response to a natural disaster. Space systems no longer merely provide an upper hand - they bring an asymmetric edge to the Combatant Commanders and are critical to our national security. From fighting the long war to humanitarian operations, diverse space capabilities render a decisive American advantage.

To maintain this advantage, we continue to challenge the way in which we organize, train and equip space forces. By adhering to a set of enduring strategic priorities, we will shape future investments in people and systems. We identified four strategic priorities to guide our efforts in support of our national policies, our service and our Combatant Commanders. These strategic priorities are not simply a list of things we must do; they empower space experts and leaders across our enterprise with a common purpose and understanding to achieve our mission.

In the 21st century, freedom of action in space is as vital to the U.S. as sea power was in the 19th century and airpower in the 20th century. Today we must preserve and expand our ability to deliver space effects. The ability to provide combat effects for the warfighter when called upon requires positive control and execution of every mission facet, from development of space vehicles, to routine on-orbit operations.

Our Nation's new triad of strategic deterrence consists of nuclear and non-nuclear strike forces, active and passive defenses, as well as a flexible infrastructure to build and maintain these capabilities. To this effort, we've

begun recapitalizing our Intercontinental Ballistic Missile weapons systems, essentially rebuilding each missile, stage by stage, to ensure our forces remain a critical element of national security and continue to provide a modern, reliable and credible component of deterrence. We will continue to keep this "invisible force" at the highest levels of readiness for the U.S. and our Allies.

By implementing a "back to basics" approach, we commit to improve our acquisition processes. We are challenging conventional methodologies to deliver our systems on time and on budget. I'm confident in our ability to deliver dominant operational space capabilities to the warfighter.

Finally, we recognize that our Airmen are the essential foundation of our success. We must attract, develop and retain highly-skilled, experienced and motivated people to deliver the capabilities we need. In short, the right people with the right experience in the right job at the right time.

Achieving our strategic priorities requires a team effort. Each member of Air Force Space Command—Active, Guard, Reserve, DoD civilian and contractor—plays a critical role in delivering space capabilities to the Combatant Commands. Remember, excellence is our minimum standard, and the security of our Nation demands our full attention to that standard.

KEVIN P. CHILTON
General, USAF
Commander



VISION

- Acknowledged Experts and Leaders in Fielding, Launching and Employing Space Power for the 21st Century

PRIORITIES

- Preserve and Expand our Ability to Deliver Space Effects to the Joint Fight
- Provide Safe and Secure Strategic Deterrence
- Develop, Field and Sustain Dominant Space Capabilities on Time and on Cost
- Attract, Develop and Retain People with the Expertise Necessary to Meet the Challenges of the Future

Space Power...

...for the 21st Century

We must—and we will—be prepared to deter, dissuade, and if necessary, defeat any adversary that seeks to deny us the ultimate high ground of space. The warfighter depends on the capabilities this Command brings to the fight, and we must take assertive steps to deliver space capabilities when and where they are needed. To achieve our mission and supply the Combatant Commanders with desired combat effects, our Nation requires “Acknowledged experts and leaders in fielding, launching and employing space power for the 21st Century”—this is our vision. Whatever the space question, the experts at Air Force Space Command have the right answer. With this underpinning, we organize, train and equip our forces to provide space capabilities across the full spectrum of operations—from major regional conflicts to peacetime humanitarian operations. We don’t know where the next crisis may arise or when the next storm will hit, but Air Force Space Command will be there when our Nation needs us.





PRESERVE AND EXPAND OUR ABILITY TO DELIVER SPACE EFFECTS TO THE JOINT FIGHT

Americans have come to rely on the unhindered use of space—they will demand no less in the future. To protect the space domain and deliver effects, Air Force Space Command is pursuing investments in an array of capabilities. The United States is committed to supporting the peaceful use of space by all; however, prudence demands we ensure our Nation, Allies and coalition partners have unobstructed access to space capabilities.

We know we will be challenged in the future—both by those who wish to do us harm and by our own resource limitations. It no longer takes a sophisticated adversary to impact space and ground systems—commercial transmitters can and have been used to deny space links. We must posture our forces to protect our capabilities and simultaneously respond to commercial and civil enterprises and their growing dependence on space services.

“Freedom of action in space is as important to the United States as air power and sea power.”

— *U.S. National Space Policy, 2006*

We have a duty to secure the entire space domain...not just for our own military...but for our Nation and for the benefit of the free world. To do this, we must focus our efforts on two objectives – improved space situational awareness and enhanced command and control.

First, we must achieve true space situational awareness...the ability to not only track and catalog any object, but also to determine its capabilities, purpose and intent. Only when we’ve obtained a clear picture of the entire space environment will we fully realize our second objective – enhanced command and control over space assets. Air Force Space Command’s continuing efforts to fully integrate our Joint Space Operations Center at Vandenberg Air Force Base with the right command and control tools dramatically increase our ability to share a common operating picture with other Air Operations Centers, protecting our capabilities in space and securing the ultimate high ground.



PROVIDE SAFE AND SECURE STRATEGIC DETERRENCE

Our Nation's security is built on a legacy of deterrence. While our definition of deterrence has evolved over the years, Air Force Space Command remains committed to providing a powerful and reliable weapon system ready to meet the adversary at a moment's notice.

The new triad of strategic deterrence consists of non-nuclear and nuclear offensive forces, defensive capabilities and a reactive defense infrastructure. This revolutionary change greatly enhances both the flexibility as well as the responsiveness of our country's capabilities by integrating conventional and non-kinetic effects.

Looking ahead, we aim to provide a more tailored deterrent capability to meet the full range of traditional and irregular threats.

As our strategy evolves, we are recapitalizing the Intercontinental Ballistic Missile force. Our missiles are undergoing major system modifications that essentially rebuild every missile component and subsystem, piece by piece, stage by stage. This effort will ensure our force remains a vital link in national security and continues to provide a modern, reliable and credible component of deterrence that holds a diverse and changing range of target sets at risk.

"...the change in the relative value of the ICBM force is important and not adequately understood. This is the leg of the US nuclear triad of forces whose value increases the most with declining forces..."

- General Larry Welch
Former Chief of Staff of the Air Force



DEVELOP, FIELD AND SUSTAIN DOMINANT SPACE CAPABILITIES ON TIME AND ON COST

We will define the capabilities and systems that take us into the future. In the past, we experienced many challenges in acquiring next generation space systems. Today we are meeting these challenges head on. Our goal is simple—mission success.

Combatant Commanders, first responders, as well as civil and commercial customers rely on us to sustain current capabilities and deliver improved space systems that will meet future needs. Space is at the very core of transforming the Armed Services' net-centric architectures including the Army's Future Combat System, Naval Fleet Communications and the Global Information Grid. Without space, these Service and DoD programs will simply be less effective.

At the Space and Missile Systems Center, we have realigned the organizational structure and are working to rebuild the space acquisition workforce while refining our developmental and technology insertion process.

"The pieces of this operation which have been successful would not have been so without space-based assets... it's just simply a fact."

- General Tommy Franks
Former Commander, U.S. Central Command

We must reduce the time it takes to bring technology to the warfighter. We will leverage existing and new organizational elements to draw on best practices and performers across the Air Force, other Services, agencies, industry and academia.

We are committed to reducing risk across the entire space portfolio by getting "back to basics." An evolutionary block development approach will enable us to gradually introduce technology, promote those capabilities into demonstrations and then ultimately operational programs, ensuring we deliver dominant capabilities on time and on budget.

ATTRACT, DEVELOP AND RETAIN PEOPLE WITH THE EXPERTISE NECESSARY TO MEET THE CHALLENGES OF THE FUTURE

We depend on every member of our command to deliver the critical space capabilities to the Combatant Commanders. Our philosophy is for each active duty, reserve, guard, civilian and contractor member on our team to take advantage of every opportunity to learn more about the weapon systems we employ. Our advanced and reliable space and missile systems are useless without motivated space professionals who understand the systems and the environment as well as the tactics, techniques and procedures used to employ these systems. Air Force Space Command personnel make this organization successful. It has now become even more critical to attract, develop and retain the right technical expertise - the right mix of people and technical expertise in the right place at the right time. Operating the world's greatest space force requires a cadre of the finest officer and enlisted Airmen with unmatched experience. To ensure we continue producing the highest caliber of personnel, we have undertaken initiatives to enhance the career development of space professionals in the Air Force.

Air Force Space Command established the National Security Space Institute (NSSI) in Colorado Springs as the Department of Defense's focal point for space education and training. It complements existing space education programs at Air University, the Naval Postgraduate School and the Air Force Institute of Technology. The NSSI is composed of a faculty from the services, National Aeronautics and Space Administration, the Defense Acquisition University and the National Reconnaissance Office. The school offers courses to more than 2000 students per year, offering basic, intermediate and advanced courses.



At the same time, the Space Education Consortium led by the University of Colorado at Colorado Springs and comprised of ten participating universities and institutes, both in the United States and overseas, will serve as a primary educational source.

Today's space community is working together in unprecedented ways. Squadron, Group and Wing-level Commanders across Air Force Space Command are now selected and assigned through a command screening board process. Senior leaders continuously meet to decide the best paths for both individual and organizational development.

Combined, these initiatives will develop our people into well-trained, dedicated space professionals ready to meet future challenges.

"Developing the next generation is the responsibility of leaders at every level. From our most senior officers to our front line supervisors, every one of us must ensure that developing our people is treated as a critical aspect of winning this war."

-AFSPC Command CMSgt Michael T. Sullivan



THE FUTURE

Space systems provide an unparalleled advantage to our warfighting forces—and our adversaries have taken notice. We are taking steps to protect America's space systems. Today's space surveillance capability will evolve into integrated space situational awareness. Future space control activities will take advantage of this improvement and go further to protect our national security space capabilities against known vulnerabilities and credible threats. Our priority is to provide combat effects to the warfighter. We must be able to do so despite any adversary's attempt to deny us free access and use of space.

Our ICBM forces are the backbone of this Nation's deterrence posture. We will continue to maintain a safe and secure strategic deterrent while pursuing new triad capabilities for the U.S. and our Allies. As our Nation moves forward with new global strike capabilities, we will ensure our strategic deterrence systems remain ready.

As the steward of military space, Air Force Space Command is making important progress as we work to modernize and recapitalize every category of space systems while at the same time bringing new space capabilities online. Our commitment to recapitalization and transformation in a tight fiscal environment will require innovation and flexibility—we know we can't do everything at once. To meet this challenge, we are taking a "back to basics" approach for organizing our forces to support warfighting commanders, training our space professionals and perfecting our space acquisition processes.

Our success begins and ends with people. We have made great strides in creating a new core of space professionals—better trained, better equipped and better organized to move us into the future. Warfighters, first responders, civil and commercial customers and the citizens of our Nation are counting on us for the critical edge that only space can provide. We will ensure space capabilities continue to provide America's decisive asymmetric advantage.

"Freedom is never more than one generation away from extinction. We don't pass it to our children in the bloodstream. It must be fought for, protected and handed on for them to do the same."

- President Ronald Reagan



Space Professionals

Highly-skilled ♦ Experienced ♦ Motivated